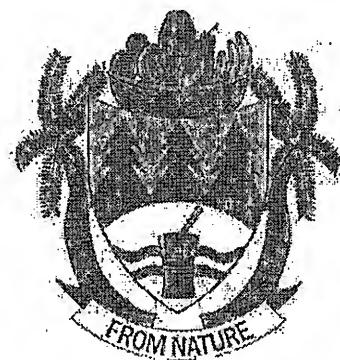


Greater Tzaneen Municipality



2009/10 Draft Service Delivery and Budget Implementation Plan

June 2009

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INTRODUCTION

The development of the Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (Act no.56 of 2003). In terms of the MFMA Circular 13 of the National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA." The budget gives effect to the strategic priorities of the municipality and it is therefore important to supplement the budget and the IDP with a management and implementation plan, therefore the SDBIP.

The SDBIP serves as the commitment by the Municipality, which includes Administration and Council, to the intended objectives and projected achievements expressed by the community to ensure that the desired outcomes are achieved over the long term. The SDBIP form the basis for monitoring and measuring the performance of the Municipality against quarterly service delivery targets and budget projections. The SDBIP is therefore a vital link between the Mayor, Council and the Administration and a tool with which Management can be held accountable for its performance in terms of execution of the budget and the performance of Senior Management in the achievement of the strategic objectives as set by Council. The SDBIP therefore also forms the basis of the Performance Agreements of the Municipal Manager and Senior Managers.

Approved by the Honourable Mayor OJ Mushwana:

Signature: OJM

Date: 10/07/09

Revenue projections by source

Source	Jul '09	Aug '09	Sep '09	Oct '09	Nov '09	Dec '09
	Projected	Projected	Projected	Projected	Projected	Projected
Property rates	4,313	4,313	4,313	4,313	4,313	4,313
Penalties imposed and collection charges on rates	125	125	125	125	125	125
Service charges	21,934	21,934	21,934	21,934	21,934	21,934
Rent of facilities and equipment	38	38	38	38	38	38
Interest earned - external investments	138	138	138	138	138	138
Interest earned - outstanding debtors	500	500	500	500	500	500
Fines	61	61	61	61	61	61
Licenses and Permits	19	19	19	19	19	19
Income from Agency services	2,729	2,729	2,729	2,729	2,729	2,729
Operating grants and subsidies	18,874	18,874	18,874	18,874	18,874	18,874
Other Revenue	90	90	90	90	90	90
Gain on disposal of property, plant and equipment	125	125	125	125	125	125
Income foregone	-649	-649	-649	-649	-649	-649
Total Revenue	48,296	48,296	48,296	48,296	48,296	48,296

Revenue projections by source

Source	Jan '10	Feb '10	Mar '10	Apr '10	May '10	Jun '10	TOTAL R'000
	Projected	Projected	Projected	Projected	Projected	Projected	
Property rates	4,313	4,313	4,313	4,313	4,313	4,313	51,760
Penalties imposed and collection charges on rates	125	125	125	125	125	125	1,500
Service charges	21,934	21,934	21,934	21,934	21,934	21,934	263,211
Rent of facilities and equipment	38	38	38	38	38	38	459
Interest earned - external investments	138	138	138	138	138	138	1,650
Interest earned - outstanding debtors	500	500	500	500	500	500	6,000
Fines	61	61	61	61	61	61	731
Licenses and Permits	19	19	19	19	19	19	226
Income from Agency services	2,729	2,729	2,729	2,729	2,729	2,729	32,743
Operating grants and subsidies	18,874	18,874	18,874	18,874	18,874	18,874	226,488
Other Revenue	90	90	90	90	90	90	1,075
Gain on disposal of property, plant and equipment	125	125	125	125	125	125	1,500
Income foregone	-649	-649	-649	-649	-649	-649	-7,785
Total Revenue	48,296	48,296	48,296	48,296	48,296	48,296	579,558

Monthly Expenditure by Vote

Vote	Jul-09				Aug-09				Sep-09				Oct-09				Nov-09				Dec-09				
	Opex R'000	Capex R'000	Rev R'000																						
Municipal Manager	445			445			445			445			445			445			445			445			445
Executive and Council																									
Financial Services	3,336	83	14,392,522	3,336	83	14,392,522	3,335	83	14,392,522	3,335	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	
Corporate Services	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360
Planning and Economic Development	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	1,709	417	420,650	
Community Services	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	
Engineering Services	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	
Transport, Safety, Security and Liaison	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	
Electrical Engineering	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	
Total by Vote	41,283	12,892	48,295,530																						

Monthly Expenditure by Vote

Vote	Jan-10			Feb-10			Mar-10			Apr-10			May-10			Jun-10		
	OpEx R'000	CapEx R'000	Rev R'000															
Municipal Manager	445			445			445			445			445			445		
Executive and Council																		
Financial Services	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522
Corporate Services	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529
Planning and Economic Development	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850
Community Services	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827
Engineering Services	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837
Transport, Safety, Security and Liaison	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892
Electrical Engineering	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073
Total By Vote	41,243	12,892	48,296,530															

Quarterly Summary of Projected Revenue and Expenditure by Vote

Vote	Quarter ending 30 September			Quarter ending 31 December			Quarter ending 31 March 2010			Quarter ending 30 June 2010			Total		
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000
Municipal Manager	1,336			1,336			1,336			1,336			5,345		
Executive and Council															
Financial Services	10,007	250	43,178	10,007	250	43,178	10,007	250	43,178	10,007	250	43,178	40,027	1,000	172,710
Corporate Services	10,081		2	10,081		2	10,081		2	10,081		2	40,325		6
Planning and Economic Development	5,127	1,250	1,263	5,127	1,250	1,263	5,127	1,250	1,263	5,127	1,250	1,263	20,508	5,000	5,050
Community Services	13,284	3,041	5,774	13,284	3,041	5,774	13,284	3,041	5,774	13,284	3,041	5,774	53,136	12,164	23,098
Engineering Services	28,833	17,178	25,989	28,833	17,178	25,989	28,833	17,178	25,989	28,833	17,178	25,989	115,333	68,712	103,954
Transport	10,060		8,373	10,060		8,373	10,060		8,373	10,060		8,373	40,241		33,491
Electrical Engineering	45,120	16,957	60,312	45,120	16,957	60,312	45,120	16,957	60,312	45,120	16,957	60,312	180,481	67,829	241,249
Total By Vote	123,849	38,676	144,890	123,849	38,676	144,890	123,849	38,676	144,890	123,849	38,676	144,890	495,396	154,705	579,558

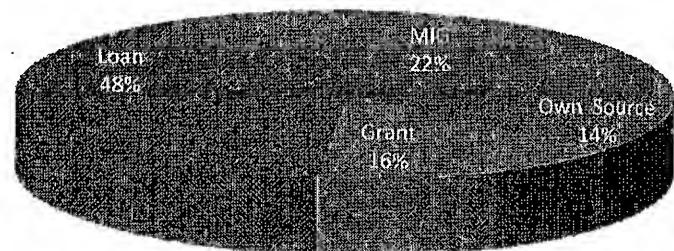
Capital Funding by source

Funding Source	R'000	%
MIG	34,711	22.4%
Own Source	20,900	13.5%
Grant	24,093	15.6%
Loan	75,000	48.5%
Total	154,704	100%

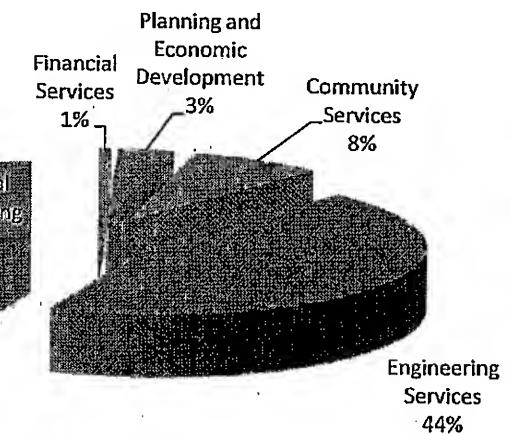
Capital Allocation by vote

Capital Budget 2009/10	R'000	%
Financial Services	1,000	0.65%
Planning and Economic Development	5,000	3.23%
Community Services	12,164	7.86%
Engineering Services	68,712	44.41%
Electrical Engineering	67,829	43.84%
Total	154,705	100%

Capital Funding - Source



Capital Allocation - Vote



SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% Institutional performance score		na	na	130%	na
			%Section 57 Managers with signed Performance Agreements/ Plans		100%	Not applicable	Not applicable
			% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Employee Performance Management and assessment		# Quarterly performance reviews	1	2	3	4
	Performance Management Reports		% Quarterly performance reports submitted on time	100%	100%	100%	100%
	Capacity building and Training	% compliance to Workplace Skills plan		25%	50%	75%	90%
	Employee satisfaction and well-being	% Staff turnover (Levels 1-6)		na	na	na	6%
	Employment equity	# of people from employment equity target groups employed in the three highest levels of management		19	19	19	22
	Promote environmentally sound practices and social development	Social Security	# of Tzaneen Social Security Forum meetings	1	2	3	4
		Environmental management	% compliance to the environmental legislation checklist	na	na	na	Target required
		Waste Management	% Households with access to basic level of solid waste removal	na	na	na	12.5%

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Disaster management	Disaster management		# of disaster awareness campaigns and preventative programmes	1	2	3	4
	Disaster management		# of Annual Disaster Management reports submitted to Council and MDM by July	1			
	Disaster management		% of Disaster (incidents) sites visited	100%	100%	100%	100%
	Disaster management		# Training sessions for Councillors, Ward Committees and role players (4 sessions per annum)	2			
	Disaster management		# risk management meetings attended	6	12	18	24
	Disaster management		% of Incidences provided with relief	100%	100%	100%	100%
	Disaster management		% emergency relief cases responded to within 72-hours	100%	100%	100%	100%
Improve access to sustainable and affordable services	Accessible services	% of households with access to basic level of water					90%
	Accessible services	% of households with access to basic level of sanitation					40%
	Accessible services	% of households with access to basic level of electricity					85%

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Accessible services	% of households with access to basic level of solid waste removal					20%
Maintain and upgrade municipal assets	Maintenance of municipal assets	% of operational budget spent on repairs and maintenance		na	na	na	Need target - 2009/10
		% Capital budget spent on upgrading municipal assets		na	na	na	Need target - 2009/10
	Poverty Reduction and empowerment	% reduction in unemployment					
Create a stable economic environment by attracting suitable investors	Economic Growth and Investment	% growth in Gross Geographic Product (GGP) in municipal area		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Need target - 2009/10
Integrated developmental planning	Integrated Development Planning		# of Steering Committee meetings	3	6	9	12
		% Compliance to the integrated IDP/ PMS/ Budget Process Plan		100%	100%	100%	100%
			% Progress with the development prioritisation model	70%	100%	100%	100%
			# of Repforum meetings	1	2	3	4
		% Credible IDP rating		80%	80%	80%	80%
	Integrated Spatial Development	% of capital spent in the priority areas identified in Spatial Development Framework		100%	100%	100%	100%
Increase financial viability	Financial viability	% increase in cost coverage		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
		% Increase in debt coverage ratio		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	20%

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable stakeholder relations	Revenue Management	% increase in own revenue generated		Reporting			
			% Equitable share funding used for free basic services		Actual Required		
	Debt management	% decrease in outstanding rates and service debtors					Actual Required
		% Capital budget actually spent on capital projects identified for financial year to. IDP		100%	100%	100%	100%
Effective and Efficient administration	Client satisfaction	% community satisfaction rating		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
			% Satisfaction rating: Department of Municipal Manager	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
	Inter-governmental relations	% of MM forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
			# of quarterly reports from MDM council representatives	1	2	3	4
		% of premier IGR resolutions implemented		100%	100%	100%	100%
		% of local IGR forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
	Community, client and stakeholders relationship			Target Required	Target Required	Target Required	Target Required
	Customer care	% reports submitted within legislated timeframes		100%	100%	100%	100%
			# of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Information Management		Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented		100%	100%	100%	100%
			% of council and EXCO items submitted on time (End of business on Tuesday prior to meeting)	100%	100%	100%	100%
	Committee Management		# of Cluster committee meetings attended	3	6	9	12
	Meeting Management		# Management meetings	13	26	39	52
			# Mass meetings (MM meeting with all staff) per annum	1	1	2	2
	Sound Governance		# of disciplinary meetings conducted within department	0	0	0	0
			# of quarterly internal audit reports submitted to audit committee	1	2	3	4
			% of Audit queries responded to within 14 days by MM	100%	100%	100%	100%
	Institutional Performance Management		# of Pilot wards implementing ward committee scorecards	2	2	2	2

SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Increase financial viability	Financial viability	% Cost coverage	100%	100%	100%	100%
		R-value all cash at a particular time	tbd	tbd	tbd	tbd
		R-value investments	tbd	tbd	tbd	tbd
		R-value monthly fixed operating expenditure	tbd	tbd	tbd	tbd
		Debt coverage ratio	tbd	tbd	tbd	tbd
		R-value Total operating revenue received	144,889,589	289,779,178	434,668,767	579,558,356
		R-value Operating grants	56,621,902	113,243,804	169,865,706	226,487,609
		R-value debt service payments (i.e. interest + redemption) due within financial year	12,900,834	25,801,669	38,702,503	51,603,338
		% Annual increase in actual revenue generated	6%	6%	6%	6%
		% rates and services billed, not recovered	8%	8%	8%	8%
	Revenue Management	% revenue received (Actual R-value revenue / total projected revenue)	90%	90%	90%	90%
		% revenue generated through services (R-value revenue from services / R-value total revenue)	45%	45%	45%	45%
		% progress with the investigation into an e-billing system	0%	0%	50%	100%
		% Revenue from grants	39%	39%	39%	39%
		R-value MIG funding / R-Value Capital budget as %	22.4%	22.4%	22.4%	22.4%

SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
		% of Income from Agency services (R-value income from agency services / of total revenue)	5.6%	5.6%	5.6%	5.6%
		% equitable share received	42%	74.9%	100%	100%
	Debt management	% Reduction in municipal debt	0	0	10%	20%
		% of Loan amount utilised for capital projects	0%	0%	50%	100%
		R-value total outstanding service debtors	tbd	tbd	tbd	tbd
		R-value annual revenue actually received for services	tbd	tbd	tbd	tbd
		% of bad debt cases (older than 60 days) handed over	Need target - 2009/10			
		Average % Payment rate for municipal area	90%	90%	90%	90%
		R-value total debts written off annually				R 10,000,000
	Financial Management and Budgeting	% variance from annual Budget process plan	10%	10%	10%	10%
		% Capital Budget actually spent on capital projects identified for financial year in the IDP	100%	100%	100%	100%
		% of capital budget spent	10%	20%	50%	100%
		% of budget allocated for training and development (SDP)				0.17%
		% Operating budget for Councillor allowances (Councillor allowances budgeted / total operating budget)				3.1%
		% General expenses budget / Operating expenses budget	12.9%	12.9%	12.9%	12.9%
		% of budget allocated for free basic services	11%	11%	11%	11%
		% of municipal budget spent	Need target - 2009/10			
		R-value spent on telephone calls by all departments	R 475,256	R 950,512	R 1,425,768	R 1,901,024

SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Financial and Resource Management	Financial reporting	R-value spent on printing and copying by all departments	R 331,083	R 662,166	R 993,250	R 1,324,333
		% Financial statements audited by AG by Nov every year	0%	100%	100%	100%
	Supply chain management	% of departmental Queries arising from previous audit report attended to by the end of the financial year				100%
		Municipal Assets	% GRAP compliance (asset register)			70%
		% of tenders awarded within 30 days after closing date of tender	70%	70%	70%	70%
		Number of Tenders awarded that deviated from the adjudication committee recommendations	0	0	0	0
		# of SCM reports submitted to council and national treasury	Need target 2009/10	Need target 2009/10	Need target 2009/10	Need target 2009/10
	Develop effective and sustainable stakeholder relations	Total R-value of contracts awarded during 2009/10	R 57,694,293	R 57,694,293	R 57,694,293	R 57,694,293
		% Satisfaction rating: Financial Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	# of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Information Management	# of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by CFO	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of Personnel budget spend on implementing the Workplace skills plan	0.1%	0.1%	0.1%	0.1%
		% of Sec 57 managers undergone Leadership Development Training				100%
		# of Bursaries awarded per annum		50	50	50
		% of new appointees induced within 3 months		100%	100%	100%
Attract and retain the best human capital to become employer of choice	Labour relations management	# Industrial actions	0	0	0	0
		% Compliance to Employment Equity plan	100%	100%	100%	100%
	Retention and succession	# of meetings with Employment Equity Consultative forums	1	2	3	4
		% Vacancies in the services departments (Post level 1-6)	36%	30%	30%	25%
		% Vacancies within the municipality	30%	30%	30%	30%
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for Corporate services	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable stakeholder relations	Client satisfaction	% Progress with the customer satisfaction survey	20%	50%	90%	100%
		% Client Satisfaction rating: Corporate Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
	Community, client and stakeholders relationship management	# of CDW monthly reports submitted	3	6	9	12
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
		% of Information requests responded to according to guidelines (PAI Act)	100%	100%	100%	100%
		% progress with the development of the Corporate Image strategy	Not applicable this quarter	Not applicable this quarter	20%	40%
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
		% Personnel costs / Operating expenses (excl Salaries of councillors)	37%	37%	37%	37%
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	% of Cluster committees quorated	100%	100%	100%	100%
		# of Cluster committee meetings attended	3	6	9	12
		# of Councillors that underwent Leadership training	Target Required	Target Required	Target Required	Target Required
		% of Ward committees that underwent Leadership training	Target Required	Target Required	Target Required	Target Required
		% Fully functional ward committees	20	34	34	34

SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of reported cases of corruption prosecuted	100%	100%	100%	100%
		% of Audit queries responded to within 14 days by CORP	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - COMMUNITY SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective	Institutional Performance Management	% of HOD's. with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Promote environmentally sound practices and social development	Safety well-being	R-value of council property lost through theft	R0	R0	R0	Target Required
	Environmental management	% progress with the review of the Environmental management plan	50%	50%	60%	100%
		% progress with development of the State of the Environment report	10%	20%	70%	100%
	Environmental Health management	# of informal food handling premises evaluated	Target Required	Target Required	Target Required	Target Required
	Waste Management	% Service delivery backlog for solid waste	87.5%	87.5%	87.5%	87.5%
		R-Value of Free Basic waste removal to affected households	R 950,000	R 1,900,000	R 2,850,000	R 3,800,000
		% of collected waste disposed and treated at permitted/licensed sites/plant	100%	100%	100%	100%
Improve access to sustainable and affordable services	Licensing	R-value generated for vehicle registration (Agency agreement)	R 1,300,000	R 2,600,000	R 3,900,000	R 5,200,000
		R-value generated by the issuing of learners and drivers licences	R 3,000,000	R 6,000,000	R 9,000,000	R 12,000,000
	Accessible services	% households earning less than R1100 with access to basic waste removal	tbd	tbd	tbd	tbd
	Parks and Open space Management	# of dedicated parks maintained	Target Required	Target Required	Target Required	Target Required
Maintain and upgrade municipal assets	Maintenance of cemeteries, parks, open spaces, sport and recreation facilities	% of Cemeteries with amenities	Target Required	Target Required	Target Required	Target Required
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for CSD	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

SERVICE DELIVERY TARGETS (KPIs) - COMMUNITY SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable	Client satisfaction	% Satisfaction rating: Community Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	0	0	0	1
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by CSD	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Optimise infrastructure investment and services	Cost Recovery	% of Electricity losses	12%	12%	12%	12%
Improve access to sustainable and affordable services	Electricity	% electricity backlog (# Households that needs electrical connections / Total # households as %)	31%	31%	31%	29.9%
		R-value sourced to implement electricity recovery plan	Not applicable this quarter	R100m	R100m	R100m
		# of new electricity connections in licensed distribution area	tbd	tbd	tbd	tbd
	Electricity Infrastructure	% increase in MVA of urban electricity capacity	Not applicable this quarter	Not applicable this quarter	40%	40%
		MVA increase of urban capacity	Not applicable	Not applicable	10	10
		Total number of poor households served with free basic electricity against total number of poor households	63%	65%	67%	69%
		Total number of households served with electricity	68161			
		Number of jobs created through departmental capital projects (women)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (youth)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (disabled)	tbd	tbd	tbd	tbd
Maintain and upgrade municipal assets	Electricity network upgrade and maintenance		R3.5m	R7m	R15.2m	R23.5m
Increase financial viability	Financial Management	% of departmental budget spent	25%	50%	75%	100%
	Financial Management and Budgeting	Average R-value per capita telephone expenditure for EED	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable	Client satisfaction	% Satisfaction rating: Electrical Engineering Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	2	2
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	2	4	6	8
	Meeting Management	# of departmental meetings	0	1	1	2
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by EED	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Improve access to sustainable and affordable services	Accessible services	% households earning less than R1100 with access to basic water services	tbd	tbd	tbd	tbd
		% households earning less than R1100 with access to basic sanitation services	tbd	tbd	tbd	tbd
		% households earning less than R1100 with access to basic electricity	tbd	tbd	tbd	tbd
	Water and sanitation	m³ increase of water quota	0	0	0	3.8million m³
		% Progress with the completion of a Water and Sanitation Sector Plans	Not Applicable this quarter	Not Applicable this quarter	5%	40%
		# of new basic water connections	tbd	tbd	tbd	tbd
		# metered water connections / total figure of households as %	Reporting			
		Number of jobs created through departmental capital projects (women)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (youth)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (disabled)	tbd	tbd	tbd	tbd
Maintain and upgrade municipal assets	Roads and Storm water Infrastructure	% increase in storm water drainage per km roads	80%	80%	80%	80%
		Km of transportation routes upgraded	45	90	135	180
	Maintenance of municipal assets	% Progress with development of integrated Repairs and maintenance plan	20%	25%	35%	100%
	Maintenance on Water and Sewer Network	R-value spent on water and sanitation infrastructure maintenance	tbd	tbd	tbd	tbd
	Roads & Storm water upgrading and maintenance	R-value spent on road and storm water maintenance	tbd	tbd	tbd	tbd
	Fleet Management	R-value maintenance on the fleet / R-value fleet asset as a %	tbd	tbd	tbd	tbd
		% Vehicles serviced within 5 days of being brought in for servicing	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Create a stable economic environment by attracting suitable investors	Economic Growth and Investment	% of municipal owned sites (proclaimed) serviced (# of serviced sites/# of proclaimed sites)	100%	100%	100%	100%
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for ESD	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Develop effective and sustainable stakeholder relations	Client satisfaction	% Satisfaction rating: Engineering Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by ESD	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - PLANNING AND ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
Improve access to sustainable and affordable	Housing	% Compliance to housing accreditation criteria	Reporting	Reporting	Reporting	Reporting
		% of Households with access to formal housing	Reporting	Reporting	Reporting	Reporting
Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	Poverty Reduction and empowerment	Number of jobs created through municipal LED initiatives	125	250	375	500
		Number of projects from LED strategy implemented	1	4	9	4
		Number of jobs (jobs are defined as employment above minimum wage, for at least three months) created by municipal capital projects	Reporting	Reporting	Reporting	Reporting
		# of jobs created by municipal LED activities	Need target 2009/10	Need target 2009/10	Need target 2009/10	Need target 2009/10
Create a stable economic environment by attracting	Economic Growth and Investment	# of GTEDA board meetings attended	1	2	3	4
		% of Serviced proclaimed sites sold	100%	100%	100%	100%
Integrated developmental planning	Integrated Spatial Development	# of monthly NDPG meetings	0	1	4	7
		# of monthly NDPG projects finalised	Need target 2009/10	Need target 2009/10	Need target 2009/10	7
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for PED				
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Develop effective and sustainable stakeholder relations	Client satisfaction	% Satisfaction rating: Planning and Economic Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	1	3
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - PLANNING AND ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	2	3	5	6
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by PED	100%	100%	100%	100%

CAPITAL WORKS PLAN 2009 - 2012

WARD	NOTE	CAPITAL ITEMS		DELIVERABLES		START DATE	END DATE	CAPITAL BUDGET	Projected Expenditure			Projected Expenditure			TOTAL EXPENDITURE	CAPITAL BUDGET	CAPITAL BUDGET					
OWN SOURCE & LOANS																						
29, 23	ESD	Water Meters	Water Meters	04/11/09	30/03/10	R 1,000,000			R 3,500,000	R 2,360,000	R 500,000	R 250,000	R 250,000			R 1,000,000						
16, 20, 25	ESD	Rural projects	Water Meters	01/03/09	30/03/10	R 11,900,000			R 3,500,000	R 2,360,000	R 2,360,000	R 2,360,000	R 1,160,000			R 11,900,000	GTM	GTM				
18, 34	ESD	Mafanana to Sedan road	surfaced road, +/-3km	01/03/09	30/03/10	R 10,000,000			R 3,500,000	R 1,520,000	R 250,000	R 250,000	R 250,000			R 10,000,000	GTM	GTM				
	ESD	Lephephane, Khopo, Khujwana road	surfaced road, +/-3km	01/03/09	30/03/10	R 10,000,000			R 3,500,000	R 1,520,000	R 250,000	R 250,000	R 250,000			R 10,000,000	GTM	GTM				
1	ESD	Morapabisa road	surfaced road, +/-3km	01/03/09	30/03/10	R 7,000,000			R 2,000,000	R 1,750,000	R 1,750,000	R 1,750,000	R 1,750,000			R 7,000,000						
7	ESD	Moruji, Thapana Road	surfaced road, +/-3km	01/03/09	30/03/10	R 7,000,000			R 2,000,000	R 1,750,000	R 1,750,000	R 1,750,000	R 1,750,000			R 7,000,000	GTM	GTM				
	ESD	Hungs in Molopane, Maravani, Niamzako, Bobedza South and Nwanluwa	Hungs in Molopane, Maravani, Niamzako, Bobedza South and Nwanluwa	01/03/09	30/03/10	R 1,000,000			R 650,000	R 350,000						R 1,000,000	GTM	GTM				
TOTAL ENGINEERING SERVICES: OWN SOURCE & LOANS																						
All wards	CFO	IT Upgrade	Expand wireless network & install fibre optic backbone in Council Buildings, Rightsize Microsoft licensing, Replace Finance Server, Purchase new server, laptops & desktops	01/07/09	30/05/10	R 47,900,000	R 0	R 0	R 15,220,000	R 8,220,000	R 11,382,000	R 10,630,000	R 1,440,000	R 0	R 0	R 0	R 0	R 0	R 47,900,000			
TOTAL FINANCE DEPARTMENT: OWN SOURCE & LOANS																						
All wards	MM	Disaster Relief (housing)	Provide housing in case of a disaster	01/07/09	30/05/10	R 1,000,000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	GTM		
TOTAL MUNICIPAL MANAGER: OWN SOURCE & LOANS																						
16, 17	EED	Rural Electrification	Delivery of a basic services to ensure access to households electricity	01/07/09	30/05/10	R 100,000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	GTM		
30	EED	Riba turn-off Matba Street lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
5	EED	Nkumbako Courtyard shop Street Lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
7, 8	EED	Monj, Releka Taxi Rank Street Lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
2	EED	Motoro Cross Street Lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
22	EED	Mataana Taxi Rank Street Lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
12	EED	Nyamitwa Taxi Rank Street Lighting	Installed 11 streetlights	01/07/09	30/05/10	R 333,333			R 130,000		R 89,777		R 75,500		R 28,056	R 0	R 0	R 0	R 0	R 0	GTM	
15	EED	Rebuilding of lines	Rebuild 20 km of line	01/07/09	30/05/10	R 3,300,000	R 450,000	R 450,000	R 100,000	R 50,000	R 200,000	R 200,000	R 300,000	R 300,000	R 150,000	R 100,000	R 100,000	R 150,000	R 3,300,000	GTM		
15	EED	Power Factor correction equipment	Installed capacitors in distribution system	01/07/09	30/05/10	R 1,500,000			R 25,000		R 8,000		R 730,000		R 736,000	R 150,000	R 150,000	R 150,000	R 150,000	R 150,000	GTM	
16	EED	Ring Fences	Overhead line built	01/07/09	30/05/10	R 700,000			R 300,000		R 40,000		R 100,000		R 100,000	R 100,000	R 100,000	R 100,000	R 100,000	GTM		
15	EED	Metering Units	3 metering units	01/07/09	30/05/10	R 100,000			R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	R 10,000	GTM		
15	EED	Capital Tools (curr)	Tools required	01/07/09	30/05/10	R 150,000			R 15,000	R 15,000	R 30,000	R 30,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	GTM		
15	EED	Auto Reclosers	4 Auto Reclosers	01/07/09	30/05/10	R 600,000			R 50,000	R 200,000	R 23,000	R 23,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	R 20,000	GTM		
15	EED	Waterbok Upgrades	2MVA Transformer	01/07/09	30/05/10	R 600,000			R 450,000		R 150,000		R 150,000		R 150,000	R 150,000	R 150,000	R 150,000	R 150,000	GTM		
15	EED	Strategic Lighting	Installed 57 streetlights	01/07/09	30/05/10	R 400,000			R 8,000		R 130,000		R 130,000		R 130,000	R 130,000	R 130,000	R 130,000	R 130,000	GTM		
15	EED	Street Lights	Installed 142 streetlights	01/07/09	30/05/10	R 1,000,000			R 8,000		R 100,000		R 396,000		R 396,000	R 100,000	R 100,000	R 100,000	R 100,000	R 100,000	GTM	
15	EED	Capital Tools (town)	New equipment to measure QOS and cable fault location	01/07/09	30/05/10	R 500,000			R 8,000		R 246,000		R 254,000		R 254,000	R 254,000	R 254,000	R 254,000	R 254,000	GTM		
15	EED	Upgrading of HT Cables	Installed 1 km of underground HT cable	01/07/09	30/05/10	R 950,000	R 600		R 100,000	R 250,000	R 6,000	R 200,000	R 100,000		R 8,000	R 100,000	R 100,000	R 152,000	R 550,000		GTM	
15	EED	Purchase transformer (1x20Mva 66/11kv)	Design Line and Sub, EIA, Purchase Land, Build 6 km 66 Kv Overhead lines	01/07/09	30/05/10	R 30,000,000	R 0	R 5,000,000	R 1,500,000	R 0	R 6,000,000	R 6,000,000	R 0	R 0	R 3,000,000	R 3,000,000	R 2,500,000	R 30,000,000	R 30,000,000		GTM	
TOTAL ELECTRICAL ENGINEERING: OWN SOURCE & LOANS																						
						R 47,000,000	R 400,000	R 5,041,000	R 2,518,000	R 1,283,000	R 7,198,000	R 7,006,652	R 708,000	R 1,455,000	R 4,474,000	R 3,478,000	R 4,724,336	R 2,660,000	R 41,753,698			

CAPITAL WORKS PLAN 2009 - 2012